



Influence of Career Advancement and Information Sharing on Employees' Engagement in the Banking Sector

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ABSTRACT

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Employee engagement can be boosted by good HR practices. Complementary action can be gained by an organisation that provides training, compensation, career development, and equal and fair policies that meet the needs of its employees. Employees become more engaged. To address consumer needs, many service firms rely on information sharing techniques to enhance staff creativity. This study was carried out in Yemen's banking sector to see if an information sharing system that recorded workers' creative work improved the quality of their work, workplace engagement, and career development. This study underpinning theory, social exchange theory was used. Smart-PLS was used to evaluate the hypothesis using structural equation modelling using partial least squares. A five-point Likert scale was employed in the questionnaire to quantify all variables for data collection, and the structured questionnaire was utilised to measure the variables.

1. Introduction

Practitioners and academics have taken notice of engagement. Employee engagement has been extensively examined in a variety of businesses and contexts. Employee engagement was recently investigated in the tourism business (Rigg, Sydnor, Nicely, & Day, 2014). Employee engagement plays a crucial role in the study's findings, revealing that organisational characteristics and demographics impact employee engagement. However, additional aspects in employee engagement in the service industry should be investigated further. There has been little research on how employee engagement evolves. It is critical to understand how to promote employee engagement for service industry personnel in order to achieve desired outcomes such as job satisfaction, organisational commitment, and organisational citizenship behaviour. Saks (2006) prior study focused on the variety of job engagement, identifying several determinants and effects of job engagement. Although existing research has established a link between job engagement and employee attitudes and actions, there is a lack of literature that examines the organisational and individual elements that influence job engagement. Few are aware of the role of organisational human resource practices as antecedents of job engagement (Crawford, LePine, & Rich, 2010; Zhong et al., 2016) and the intervening mechanism by which human resource systems influence work engagement (Cooke, Cooper, Bartram, Wang, & Mei, 2016; Huang, Ma, & Meng, 2018; Zhong et al., 2016).

2. Literature Review

Human resources must be effectively managed as one of a company's most valuable assets. Mondy & Martocchio (2016) defined human resource management as managing and utilizing human resources (employees) to achieve specific corporate goals. It is vital to understand the functions of human resource (HR) management to be well managed. HR management responsibilities include job planning and optimization, recruitment, training and development, performance management, implementing compensation policies, establishing positive relationships with employees, managing administrative issues, and ensuring all activities comply with labor laws. Job satisfaction and organisational commitment (Garg & Lal, 2016), engagement (Guan & Frenkel, 2018), perceptions of organisational support (Nasurdin et al., 2008), and employee performance can all be improved by a well-managed HR function (Khoreva & Wechtler, 2018). Employee engagement is becoming a common metric many companies use to assess their performance. Engagement is a steady personality attribute that indicates a proclivity to live and work with zeal (Macey & Schneider, 2008).

Whittington et al. (2017) defined engagement as an individual's total self-cognitive, emotional, and physical investment in their professional role. Employee engagement is an individual's desire to offer their all to the organisation (Cook, 2008). Employee engagement refers to their willingness and ability to go above and beyond to assist the organisation. It isn't permanent because people go through ups and downs, rising and falling. In this instance, firms must continue to implement human resource programmes that can meet the demands of employees in order to maintain high levels of employee engagement. Why is it so critical to maintain a high level of engagement? It's because increased employee engagement correlates with improved work performance and company objectives (Bailey et al., 2015).

Meanwhile, Macey et al. (2009) discovered that more engaged people are more adaptable and willing to be placed in other roles. Based on social exchange, we investigate the relationship between these variables (Blau, 1964). Social Exchange Theory, according to Blau, is a voluntary act of persons motivated by the expectation of reciprocity. Cropanzano and Mitchell (2005) define reciprocity as a relationship between two parties in which one person provides value or meaningful action for others. The recipient responds in kind, sometimes immediately, but more often in the future. Employees will respect an organisation that has excellent human resource practices and supports them. Their level of engagement reflected some of their regards.

2.1 Career Advancement and Employee Engagement

Good HR practices can boost employee engagement. Complementary action can be gained by an organisation that provides training, salary, career development, and equal and fair policies that meet the needs of its employees. Employees become more enthusiastic. This is accomplished through a system that provides access and chances to increase their abilities, expanded career prospects, and supportive working conditions. Previous research has revealed a link between HR practices and employee satisfaction. According to Karam et al. (2017), good HR practices will improve employee abilities and provide them with enough job resources, raising their engagement. Alfes et al. (2013) showed a favourable correlation between HR practice and employee engagement. At the same time, Bailey et al. (2015) found that organisational activities and individual perceptions of organisational characteristics are two antecedents of involvement in a study based on 214 articles. Macey (2008) mentioned that career advancement is defined as the extent to which a company provides forecasts for the advancement of its workforce's careers, and employees have a clear career path inside their firms. Furthermore, according to Herzberg (1986), Career Advancement is a tool that firms can use to help employees grow in their careers. The theory of career progression is defined as a stage that allows employees to see beyond their current jobs and prepare for more favourable future conditions in their industry. Employees' tangible methods and psychological fortification are triggered when companies provide professional advancement opportunities to them, and they become more excited, dedicated, and obsessive about their jobs Marchington, M., and Kynighou, A. (2012).

Employees were encouraged by HR experts through career advancement, as well-known scholars believed that career development was an important strategy for HR that led to employee engagement. According to them (Zhao, Liu, & Zhou, 2020). Employees in training have reflected the organization's HR department's interest and care for their professional growth. Researchers have looked into career advancement and work engagement through empirical study. A study of 113 employees at government universities found a positive correlation between career development plans and work satisfaction. According to the study, establishing career development impacts workers' psychological health, improving their passion and increasing their work engagement. In a study similar to this, Chang, Wu, and Weng (2019) discovered that, except for workers nearing retirement, there is a favourable relationship between career growth and work engagement among retail workers in the United States. According to researchers, employee conduct benefits career progression opportunities (Bristol & Tisdell, 2010; Wiley, 1997). Employees' knowledge that their organisation cares about their well-being through career advancement chances, according to Van De Voorde & Beijer (2015), reduces burnout. Employee engagement may increase as the correct career growth options reduce burnout. Furthermore, recent empirical research (Huang et al., 2017 and Alias et al., 2014) has discovered that career advancement predicts employee engagement. However, Tan and Nasurdin (2011) found no link between career development opportunities and employee engagement. Furthermore, according to Mohapatra and Sharma (2010), employees who do not have a clear career path inside the company are more likely to feel unmotivated during role performance, resulting in low workplace engagement. Furthermore, according to the SET tenet, when employees view high-performance work practices in their organisation, such as career development, as improving their well-being, they feel obligated and want to reciprocate by contributing positively to the organisation (Van De Voorde & Beijer, 2015). This current study hypothesises a beneficial relationship between career advancement and employee engagement in line with SET. According to Huang et al. (2017), internal career development opportunities are positively related to employee well-being, engagement, and negatively related to employee deviant behaviour because proper career advancement practise intrinsically motivates employees and reduces burnout (Albrecht, 2012).

As a result, it is predicted that professional growth opportunities would trigger employees' positive attitudes and motivate them and be enthusiastic in their roles. On the other hand, Career Development Opportunities drew the attention of certain well-known researchers, who saw it as a critical component of HR that boosted employee engagement in the workplace. The level of concern that a company's HR department has for its employees' career development is decided by their training (Zhao, Liu, & Zhou, 2020). According to the empirical research, the researchers looked into the impact of professional development options on work engagement. The study, which enlisted the help of 113 full-time employees at public colleges, found a positive correlation between work engagement and career advancement. The findings revealed that, for growth, career prospects influenced the psychological health of workers on the job, resulting in increased passion and energy at work and, as a result, increased work engagement. Similarly, Chang, Wu, and Weng (2019) performed a research study on 6047 retail workers in the United States who had a good attitude regarding the existence of a critical link between work engagement and career advancement prospects (excluding workers nearing retirement). This study highlights the strategic value of predicting work engagement with the growth capital of career development possibilities. Furthermore, this study emphasised the long-term and short-term effects on people's job engagement.

H1: Career Advancement is Positively Related to Employee Engagement

2.2 Information Sharing

According to Phillips, M., and Phillips, T. (1998), information sharing as associates within an organization provides genuine information about business implications, consumer criticism, and excellence. Employees are prompted in their work to express the realisation of the organization's core values, according to Rich, B. L., Lepine, J. A., and Crawford, E. R. (2010), who assumed that as employees feel essential information allotment, employees are prompted in their work to present towards the realisation of the organization's core values. Employees on the front lines illustrate the link between the company and its customers. They communicate with customers frequently and accept user feedback on the company's products and services. When it comes to banks, customers who want to learn more about a product (for example, a credit card, balance checking, or loans) usually contact front-line employees (Customer service officer, teller, and individual banker). According to the research findings of Richardson, P., and Denton, D. K. (2005), more significant turn participation (imparting information or providing advice to customers) may be helpful for front-line representatives in responding to customer inquiries and helping them build relationships with customers, which in turn may improve customer service knowledge (M. R. B. Rubel, N. N. Rimi, M. Y. Yusliza, and D. M. H. Kee, 2018). According to Wood and Wall (2007), information sharing is defined as giving staff with accurate information on business performance, customer feedback, and quality. Employees will be more motivated to contribute to the attainment of the organization's goals, according to Chiang et al. (2008), if they experienced information sharing in their work. This, in turn, may improve the customer service experience (Gremier & Gwinner, 2008). According to Leonardi et al., (2013), current organisations should select the best internal communication technology from the various types of communication available in the social media system to provide people with the required information, which they can access from any location and at any time through the organisation platform, resulting in increased employee satisfaction. Employees are not only users of these tools but also developers when they create, update, comment, and maintain their social profiles (Ellison et al., 2015). Social network sites have many communication channels such as news feeds, chats, and message boards that allow information sharing and the presence of different organisational units. Hence, employees are not only users of these tools but also developers when they create, update, comment, and maintain their social profiles. This differs from a standard intranet because all employees can be active content creators on the platform, making the factors influencing information-sharing decisions even more important to comprehend. Environmental, personal, interpersonal, and societal factors, for example, might influence organisational members' information-sharing behaviour and engagement in information exchange (Matschke et al., 2014). Many elements, such as socio-cultural, environmental, interpersonal, and personal aspects, influence organisational members' information-sharing behaviours. As a result, the following hypothesis is proposed:

H2: Information Sharing has a Positive Impact on Employee Engagement.

2.3 Employees Engagement

Engagement is one of the psychological elements; it is a core fundamental in a person's character and relationship with the inner self (Tiwari & Lenka, 2016). Around 25 years ago, Tiwari and Lenka et al. (2016) abstracted the concept of engagement and characterised it as an act of encouragement and operation under the control of company personnel, as a result of which they contributed cognitively, emotionally, and physically to their job obligations. Tiwari and Lenka et al. (2016) distinguished psychological presence from engagement in the following study, suggesting that mentally engaged persons had better levels of interconnection, integration, and focus on their job tasks. Meanwhile, the study could be linked to numerous engagement types, conceptualizations, and forms, and the idea has partially changed. This is one of the highlighted points because

engagement promotes performance and energy beyond a worker's input in his profession, so the components of passion and energy were highlighted. As a result, individuals' resilience, self-efficacy, and energy increased due to their commitment to their jobs, and their performance was superior to that of their peers (Peralta et al., 2020; Tabak & Hendy, 2016). Green, Finkel, and Fitzsimons (2017) also claimed that engaged people are more enthusiastic about their jobs, are more physically healthy, and like their employment. In other words, workers who are disengaged do worse than workers who are fully involved in their work.

3. Theoretical Framework

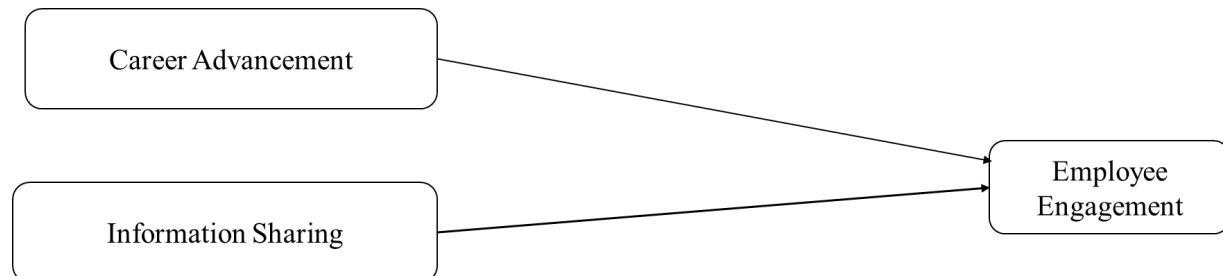


Figure 1: Theoretical Framework

4. Research Methodology

The research used a qualitative approach, survey research method, and questionnaire design as a data collection instrument examples, (Mohd Abdulillah Yousuf Saeed, Bekhet, & Sciences, 2018); (Mohammed Abdulillah Yousuf Saeed, Bekhet, & Dhar, 2017). We used regression methodology to investigate the link between career advancement, information sharing as determinant factors, and employee engagement. Several researchers have investigated the relationship between determinant economic factors in many contexts (Araya, Dahalan, & Muhammad, 2021). But there is a challenge when constructing models resulting from a broader collection of variables (Araya, Dahalan, & Muhammad, 2022). This challenge can be overcome by using a regression model. The study employed a multiple regression model to capture the relationship between the response and explanatory variables. Following (Greene & Hensher, 2003), a regression with two or more explanatory variables is called a multiple regression. Multiple regression is used to test the effects of n independent (predictor) variables on a single dependent (criterion) variable, which can be written as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon_i \quad (1)$$

Where:

Y = Employee engagement

β_0 = Constant term

X_1 = Career advancement

X_2 = Information sharing

Where the β s are coefficients of independent variables, X s are column vectors for the independent variables, and ε is a vector of errors of prediction.

To conduct hypothesis tests, the first test should be the response rate (Mohammed Abdulillah Yousuf Saeed et al., 2017); (Mohd Abdulillah Yousuf Saeed et al., 2018) as this study explores the role of career advancement and information sharing on employee engagements in the Yemeni banking sectors. Employees of the banking sector made up the study's population sample. Because accessing the complete number of enterprises in Yemen is difficult, the data collection technique employs a convenience sampling approach. Three hundred fifty questionnaires were issued to top, middle, and lower-level executives from the three private banks in Sanaa, Yemen. The study had an 87 percent response rate. The authors used Smart-PLS software to run a two-stage equation modelling technique to test their study hypothesis: The first stage of SEM is to test the measuring model, which entails determining the scale's reliability and validity. The structural model is put through its paces in the second stage (Anees, 2020). A five-point Likert scale was utilised in the questionnaire to quantify all variables for data collection, and it was used to measure the variables.

5. Data Analysis & Results

PLS-SEM is a two-step process that involves evaluation measurement and structural models (Anderson & Gerbing, 1988; Anjum, Farrukh, Heidler, & Tautiva, 2021). The measurement model is part of the entire model in which latent constructs are prescribed. Unobserved variables implied by the covariance between two or more indicators observed are latent constructs. The structural equation modeling of partial least squares was utilized

in Smart-PLS to estimate the hypothesis. This method has widespread use in past studies (Farrukh, Ying, et al., 2016; Anjum et al., 2019; Farrukh et al., 2019; Nazar et al., 2020; Zreen et al., 2019). PLS-SEM was used for the following reasons: Due to an incremental character in this study, the study focused on the prediction of endogenous variables (Hair et al., 2017). In terms of analysis, PLS-SEM is a two-step method involving measurement and structural model assessment. First, the measurement model should be evaluated by examining the reliability of internal consistency, convergent validity (CV), and discriminant validity (DV) (Chin, 1998). Internal consistency reliability measures the extent to which the items measure the latent construct (Hair Jr et al., 2017). Composite reliability (CR) scores have been performed in this evaluation. The findings show that all constructs' CR scores exceeded the 0.7 threshold criterion, demonstrating high internal consistency of the scales used in this study (Anees, Nordin, Anjum, Cavaliere, & Heidler, 2020; Anees, Raju, & Anjum, 2020).

Next, to evaluate the CV of the constructs, factor loadings and average variance extracted (AVE) were measured. CV is the degree to which a variable is positively associated with alternate measurements of the same construct. The loading factor should be 0.708 or greater, and 0.7 should be deemed similar enough to be appropriate (Hair et al., 2017). However, where other factors have strong loads, indicators with lower factor loadings (0.40–0.70) should be maintained, and the overall build can clarify at least 50% of the difference (AVE 1/4 0.50). The threshold value of 0.5 was also met by the AVE scores of all constructs, suggesting an acceptable CV. The factor loadings, CR, and AVE scores are presented in Table II (Hair et al., 2017).

Table: 1 Measurement model (FL, Cronbach's α , CR & AVE)

Latent Variables	Factor Loading	Cronbach's α	CR	AVE
Employee Engagement		0.951	0.959	0.782
EE 1	0.715			
EE 2	0.709			
EE 3	0.725			
EE 4	0.798			
EE 5	0.728			
EE 6	0.747			
EE7				
Information Sharing		0.847	0.909	0.723
IS 1	0.722			
IS 2	0.726			
IS 3	0.714			
IS 4	0.789			
IS 5	0.739			
IS 6	0.814			
IS 7	0.821			
IS 8	0.789			
Career Advancement		0.911	0.919	0.711
CA 1	0.727			
CA 2	0.718			
CA 3	0.738			
CA 4	0.784			

DV is another criterion for testing the construct's validity. DV is the extent to which a construct by empirical standards is truly distinct from other constructs (Hair et al., 2017). DV is tested in this analysis with the aid of Fornell and Larcker's guidelines (1981), which notes that the AVE, meaning square root, should be greater than the square association with other constructs (Fornell & Larcker, 1981). The following results in Table III show that DV was achieved.

Table: 2 Discriminant validity (Fornell and Larcker Criteria)

Constructs	EI	MO	SE
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EE	0.884		
IS	0.612	0.850	
CA	0.459	0.568	0.843

5.1 Structural Model Assessment

As proposed by Hair et al. (2017), the importance of the indirect impact study was tested next by utilizing the Smart-PLS bootstrapping feature. To produce t-values and standard errors to validate the statistical validity, a bootstrapping procedure of 5,000 interactions was carried out. Bootstrapping provides no claim as to the sampling distribution of data or the distribution form of variables; in comparison, it can also be used with certainty with limited sample size. The bootstrapping methodology for indirect impact testing is therefore ideally suited for the PLS-SEM process.

Table: 3 Direct Effect

Hypothesis	Path	Path coefficient	t-statistics	p-values
H1	CA → EE	0.325	4.125	0.000
H2	IS → EE	0.215	2.987	0.002

5.2 Coefficients of Determination (R^2)

For the structural model, the next step is to determine the causal relationships between CA, IS, and EE. The decision coefficient (R^2 values) and direction coefficients (beta values) were criteria for evaluating how well the hypothesized relationships were supported by the evidence (Hair et al., 2017). As described by the independent variables in the formula, R^2 calculates the statistical precision of the model. It represents the percentage of variation in the dependent variables, while direction coefficients reflect the degree of variation in the dependent variable for each independent variable (Hair et al., 2017). R^2 is rated as .25 (weak), .50 (moderate) and .75 (substantial). R^2 was identified as a moderate value of .535. Therefore, the outcomes should be considered important to revenue success.

Table: 4 R^2

Variable	R^2	Range
Employee Engagement	0.535	Moderate

6. Discussion

Employee engagement has become one of the most pressing issues in today's business. Employee engagement will continue to be a struggle for many firms in the future, given the complexities and tight requirements that exist now. The current study's findings have underlined the importance of career development and information sharing; both components are vital for the company and employee engagement. Career advancement and information sharing enable organisations to share knowledge with their teams and, as a result, achieve organisational success. Career development, according to Hypothesis 1, has a beneficial impact on employee engagement. Table IV shows that evaluating the structural equation model revealed a positive effect of career advancement on employee engagement ($\beta = 0.335$, $p = 0.001$). Career advancement has a beneficial impact on employee engagement, according to the structural model, which backs up the findings of earlier studies (ATEF, 2021). As a result, hypothesis 1 was accepted. Hypothesis 2 predicted and supported earlier research (Ahmed, T., 2020), which found that information sharing improves employee engagement. Table IV shows the results of testing the structural equation model, which revealed a substantial influence ($\beta = 0.215$, $p > 0.001$). Employees are more likely to take pleasure in their job and feel valued by the organisation when supervisors acknowledge, share information, and applaud personal accomplishments. If business leaders include these two characteristics into their leadership style, they may be able to boost the company's growth potential. According to the findings, strong employee engagement strategies are crucial to organisational performance. Leaders who begin on an employee engagement strategy must create a learning environment in the workplace to assist people in learning, growing, and progressing.

7. Conclusion and Recommendations

Employee engagement has become a hot topic in recent years. Companies are working hard to retain their talent pools to attain the final aim. This study examined and analysed employee engagement practices concerning the company's success. Using descriptive and speculative statistics, researchers employed quantitative analysis to

obtain employee comments and make crucial insights. Employees must be given the freedom to build an environment that supports a devoted professional life and motivates their work. Employees are a valuable resource for any company. Employees and organisations rely on one another to fulfill their aims and objectives. As a result, employee involvement must become ingrained in business culture. Employee participation must be a continuous learning, action, and progress cycle. As a result, today's firms must actively anticipate meeting employee expectations, as well as impacting employees' career advancement, which directly impacts employee engagement. Similarly, according to one study, information sharing is a strong predictor of employee engagement, which discovered a favourable link between information sharing and staff engagement. Furthermore, because company competition is typical in today's world, keeping employees engaged is critical to staying on course. Both research hypotheses were shown to be valid. According to the findings, employee engagement is anticipated to improve due to the career advancement and information-sharing paradigms. Furthermore, the research revealed that these two criteria play a role in employee engagement.

In general, organisations take a more thorough organisational strategy, from developing a board of engagement to training programmes on responsiveness and employee participation to improve employee engagement. Companies must work hard at all levels to get the full benefits of employee engagement, including incorporating employee engagement and client satisfaction into employees' career advancement plans. The management of these private banks should place a greater emphasis on employee engagement than on information-sharing strategies, according to the findings of the study, which show that career development has a greater impact on employee engagement ($\text{Beta} = 0.335$). In contrast, information sharing has a 0.215 effect on employee engagement. Employees that are engaged have a stronger sense of connection to their work and the company. Higher banks should focus on employee engagement tactics to make their staff more active (physically, psychologically, and cognitively), more productive, and more creative in their job, as engaged employees are happier at work and in their personal lives.

8. Limitations and Future Research

The number of research, no matter how strong, have certain drawbacks. These limits, on the other hand, are regarded advantageous because they serve as a framework for future research. The proposed model does have some drawbacks. Occasionally, companies may provide all of these amenities and rewards to employees to get them to work for them. This may put the employee under pressure or stress to meet their goals. In this situation, employees are bound to be involved with the company, but they are not content with themselves. This may have a negative impact on the productivity of the company. Self-managed teams and decision-making might have a negative impact on the company's success. Another drawback of this study is that the data was acquired from three private banks in Sana'a, Yemen; if the data had been collected from other places, the results would have been different. Only two variables were employed in this study; however, other predictors such as leadership, learning culture, and artificial intelligence in knowledge sharing and employee engagement could be investigated in the future.

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